



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES

ANNUAL PERFORMANCE Report

WORKFORCE INNOVATION & OPPORTUNITY ACT Program Year 2019



GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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SECTION I: DISTRICT OF COLUMBIA WORKFORCE VISION

The District of Columbia's WIOA Unified State Plan served as the Program Year (PY) 2019 roadmap to enhance the workforce development system. The vision, goals, strategies and plans outlined in the Unified State Plan will move the District from a set of siloed workforce programs, across multiple agencies, to a coordinated, accessible and effective workforce system wherein residents can easily access an array of high-quality services offered through various departments through seamless service delivery.

The District's strategic vision for its workforce development system consists of the following three tenets:

- Every DC resident is ready, able, and empowered to discover and attain their fullest potential through lifelong learning, sustained employment, and economic security.
- Businesses are connected to the skilled DC residents they need to compete globally, are full participants in the workforce system, and drive the District's economic growth.
- Residents and businesses in all wards are supported by coordinated, cohesive, and integrated government agencies and partners working to help communities thrive.

The District will continue to work to create a unified public workforce system. This strategy will include efforts to further enhance alignment across core partners; expand that alignment to partners beyond core partners; strengthen the public workforce system's alignment and responsiveness to the business community; develop seamless pathways to in-demand careers; and assess the provision of workforce services. These efforts embody the five major goals identified for the State.

SECTION II: DISTRICT'S WORKFORCE GOALS

Goal 1: Enhance System Alignment: District workforce development, education and social services providers will collaborate to deliver coordinated and effective services.

1.1-The District's workforce development, education and social services system providers (including community-based organizations [CBOs]) will develop a process and necessary tools to assess, refer, and serve individuals based on their own goals, readiness, and needs.

1.2-The District's providers will foster an environment of collaboration by cross-training staff from organizations throughout the system.

The District will ensure coordination and collaboration with government agencies and community partners, to best meet the needs of customers. The DCWIC and OSO will convene workforce development, education and social service providers to discuss, evaluate and develop joint intake, assessment, referral, and service delivery processes and tools to help immediately connect District residents to the right mix of services to prepare them to be competitive for opportunities in the local economy. Currently, the DCWIC and OSSE convene a working group that includes representatives from all WIOA Core Partners and the one-stop operator. This group is working to develop

electronic intake and referral processes that will improve data sharing, program accessibility, and accountability regarding program referrals. The District will continue this work and will similarly explore additional approaches to improve data sharing among information systems impacting the four core programs under WIOA, and potentially even to include other community-based providers. Data sharing agreements have been developed, and a data matching process is underway to enable partner agencies to access data about customers' needs and strengthen communication and coordination between agencies.

The District will ensure continuous collaboration by developing and providing cross-training opportunities for District partner agencies and organizations, including AJC staff and education, training, workforce development, and social service professionals throughout the District of Columbia. This periodic training will include information about quality workforce, education, and social services programming offered in the District, as well as how to support customers seeking access to those services, and will be supplemented by informational resources and tools made available through a variety of media that can be used as reference documents for staff and supervisors to ensure implementation fidelity. This universal training and access to shared resources and tools will allow the District to continue moving towards a “no wrong-door approach” to accessing workforce development services.

Goal 2: Improve Community Access to Workforce and Education Services:

All District residents—including people with disabilities, individuals with multiple barriers to employment and those who are underemployed—will have improved access to jobs, education, training, career information and support services necessary to advance in their career pathway.

2.1-The District will develop business-driven career pathway maps for high-demand occupations and industry sectors within and around the local area to provide jobseekers information on the knowledge, skills, competencies, and credentials required to secure initial employment and progress in their selected careers, as well as provide information on how to access relevant career, education, training, and support services providers.

2.2-The District will provide access to programs and services through traditional and nontraditional means, including AJCs, satellite locations and virtual platforms.

2.3-District providers will ensure residents receive appropriate case management, career navigation, and support services to remediate barriers and ensure movement along their career pathway.

The DCWIC, through the Career Pathways Task Force, has engaged business leaders and training providers to develop career pathway maps for the District's identified high-demand industries. These maps will be deployed across the American Job Centers and to other community partners, to assist job seekers and training providers in understanding and accessing career pathways. Additionally, the career pathway maps will drive further analysis by the DCWIC to identify gaps in services and the need to expand access to high-quality education, training, and workforce providers that align with the high-demand occupations within each pathway.

Access to the full range of workforce development, education and social services will be enhanced in three primary ways. First, cross-trained and knowledgeable career counselors at the District's current AJC sites will provide broad access to all system services. To more effectively reach individuals from priority populations, the centers will expand outreach and service hours. Second, new "pop-up" access points will be created through partnerships with other District agencies and community-based service organizations, particularly in wards with high unemployment. Staff at these partner sites will also be similarly cross-trained and equipped as discussed above. In addition, the Workforce-on-Wheels (WOW) mobile unit will provide access to services in non-traditional environments to reach target audiences who have difficulty visiting AJC sites. Finally, through expanded use of technology and greater coordination of online resources, users will be able to obtain information and to access workforce services, education, and online training at their convenience. Currently, District residents and program providers have access to a variety of online resources and tools, including:

- DC Networks/Virtual One Stop
- Career Coach DC
- Back on Track DC
- Nepris
- Virtual Job Shadow

These and other similar resources provide invaluable information which will continue to be made available to residents and service providers. However, in an effort to streamline and simplify the user experience, the District will work with all relevant partners to determine how these resources can be better aligned, more comprehensive, more easily navigable, and better communicated to relevant stakeholders and the general public.

Implementing strong case management for job-seekers continues to be a focus for District agencies as tailored services are provided to meet customers' needs. For jobseekers, the efforts will enhance coordination and communication between case workers and/or workforce specialists who may be supporting an individual customer. Many District jobseekers are enrolled in multiple local and federal programs that provide case management, and greater coordination and information-sharing about strengths, goals, and needs of customers, will ensure resources and impact can be maximized. The District will continue to refine its ability to share data via a common data platform, where possible, and data sharing among platforms for additional connections. Cross-agency professional development will be provided for staff who enter data and staff who utilize the data for advising customers. Professional development will be provided within the context of Career Pathways so that multiple career entry and exit points among multiple programs and providers are transparent to system customers and staff.

Goal 3: Expand the Talent Pool for Businesses: The District's business community, particularly those in critical sectors, will be able to access a broader pool of District talent with the skills necessary to meet businesses' needs, and workers will be able to advance in a career pathway at businesses that hire them.

3.1- The District will conduct an inventory of how local workforce development entities, educational institutions, social service agencies, community-based

organizations, and education and training providers communicate and engage with the business community to identify common policies, processes, and opportunities for increased coordination.

3.2-The District will increase its capacity to provide quality work-based learning opportunities and business-driven training options that respond quickly to demand, including apprenticeships, on-the-job training, and customized training for businesses with significant hiring needs.

The number of workforce programs offered by District government agencies can be confusing for employers to decipher and understand. The DCWIC will work with the four core programs to streamline business engagement and services. In late 2019 and early 2020, the DCWIC conducted an inventory of business outreach activities across District agencies. The assessment included a survey and in-depth interviews with more than 12 agencies to capture information about their programs and services, targeted sectors and businesses, outreach strategy, and capacity. This information, as well as insights gained during stakeholder engagement in the development of the WIOA State Plan, will be used to develop recommendations for enhancing collaboration and coordination across the workforce system.

The DCWIC and OSO will work with core partner agencies and businesses to expand work-based learning opportunities (earn and learn, apprenticeships, internships, job shadowing, mentoring, etc.) for District residents to increase their readiness for work; acquisition of employment; and transition from subsidized to unsubsidized employment and/or from job to job. The WIC will also emphasize work-based learning opportunities in updating and streamlining processes for training providers to apply for the Eligible Training Provider List (ETPL). The WIC will encourage the inclusion of current and new apprenticeship programs on the ETPL, along with training programs that incorporate work-based learning as an integral part of the curriculum. Paid work experience combined with classroom training is particularly relevant in the current low-unemployment economy and provides an opportunity to engage job seekers who cannot participate in classroom training without a means of earned income while doing so.

The District continues to possess robust apprenticeship and pre-apprenticeship program offerings to address the long-term skill needs of local businesses in the construction and information technology sectors, and has taken significant steps to expand Registered Apprenticeships in existing programs and in the creation of programs in non-traditional occupations. Emphasis has been placed on leveraging the District's access to government jobs, and apprenticeship programs have been initiated with the Department of Public Works (DPW), the Department of Consumer Affairs (DCRA), and the DC Water (a quasi-governmental entity). The District will measure success through an increased number of Registered Apprenticeship offerings and trainees. The Office of Apprenticeship, Information and Training (OAIT) has received and is implementing the Apprenticeship State Expansion (ASE) three-year grant from the U.S. Department of Labor. Grant activities include expansion of apprenticeship opportunities for under-served populations, such as minority youth.

The District has also taken several steps to develop business-driven workforce

preparation and workforce training for residents with low literacy skills, and individuals with limited English proficiency. OSSE will continue to provide technical assistance, professional development, monitoring and support to its sub-grantees on the implementation of integrated education and training (IE&T) program models. IE&T providers are required to align their program offerings with one or more of the DCWIC's high demand industries to prepare adult learners to pursue a career in their desired career path. Both AFE and CTE have made work-based learning a priority in their programmatic models. Furthermore, OSSE plans to increase the focus on work-based learning in the next round of IE&T grants, and will allow sub-grantees to use awards to provide incentives/stipends to those participating in work-based learning opportunities.

A barrier some District residents face while attempting to enter or progress in the labor market by accessing education and training is the competing need to earn income immediately and consistently, in order to support themselves or their families. As a result, District agencies will continue to emphasize and seek opportunities to expand investment in earn-and-learn opportunities such as on the job training and paid work experience. Other common barriers individuals may face, including access to affordable housing, transportation, healthcare, and childcare, will be addressed through increased coordination with the Department of Behavioral Health, the Department of Human Services, and OSSE's Division of Early Learning, among others.

Goal 4: Improve Youth Services: Youth will have increased access to a coordinated education and workforce system that provides the services and support needed to prepare them for postsecondary educational success, employment and long-term career advancement.

4.1-The District will provide K-12 youth with career development activities and paid work based training opportunities (e.g. apprenticeships, internships, work experience) so they become familiar with a wide range of occupational opportunities and related educational and skill requirements. The District will connect these activities to year-round services and supports.

4.2-The District will develop services that promote postsecondary education (e.g., scholarships, dual credit courses) so youth can easily transition from K-12 to higher education.

4.3-The District will focus attention and resources on engaging opportunity youth (those 16 to 24 who are neither in-school nor employed).

The long-term goal in the District is to create seamless pathways for students from primary and secondary education, through college and/or training, into successful careers regardless of zip code. This work will include, among other efforts, increasing the level of communication and collaboration between educational and training programs in the District; improving the early exposure students have to industry and career options; and analyzing District policies to advance this work.

The DCWIC will work with core partners, DCPS, DC public charter schools and community based organizations to increase access to career awareness in middle schools; career and technical education in high schools; training and paid work experiences aligned to education and career goals; and clear connections to

credentialing and postsecondary options aligned to desired career pathways.

Goal 5: Increase Performance and Accountability: The DCWIC will establish, measure, and regularly report progress in meeting realistic quantitative and qualitative performance goals for the District's workforce and education system.

5.1-The DCWIC will develop and implement common customer (i.e., jobseekers and businesses) experience and satisfaction surveys to be delivered across relevant workforce system agencies, with results captured and reported to the Board on a quarterly basis.

5.2-The DCWIC will create standardized annual report cards on service providers across the workforce system to facilitate informed customer choices.

The District is committed to ongoing use of customer feedback for continuous improvement of the system. In order to provide best-in-class customer service, DC will expand the use of customer surveys to gain feedback from jobseekers, employers, workforce training, and other service providers. The DCWIC will develop and implement a process for collecting the survey data from all partners on a quarterly basis. These data will be shared with partners to allow for a common understanding of the survey results, and to determine ways in which services may be adjusted to improve customer satisfaction.

To better provide residents with the best decision-making tools possible, the District used the Workforce Development System Expenditure Guide to collect, synthesize, and report data on service providers (including ETPL and integrated education and training providers funded by OSSE) effectiveness and facilitate informed customer choices. This online tool allowed residents to search service providers and make informed decisions about which providers meet their needs. The DCWIC worked with all core partners and relevant providers/partners that were included in this public tool to ensure that the appropriate contextual information was provided.

SECTION III: SECTOR STRATEGIES/CAREER PATHWAYS

The DCWIC continued to work with providers, employers, and agency partners to build Career Pathways maps as a tool for the system to support the connection of residents to training and skill development aligned with the District's High-Demand Sectors and Occupations List. These maps were shared with partners across the system to ensure alignment and consistency regarding the occupations, knowledge, skills, and credentials that are most sought by employers in the region. Additionally, the career pathway maps will drive further analysis by the DCWIC to identify gaps in services and the need to expand access to high-quality education, training, and workforce providers that align with the high-demand occupations within each pathway.

The DCWIC also convened a Career Pathways Task Force, which is a locally-mandated body consisting of representatives from District Government, community workforce, and education organizations, that advises and has led the development of recommendations regarding policies and programs that ensure that all adult learners have access to career pathways. DCWIC meetings are held quarterly and are open to the public, while committee and task force meetings occur on an ad hoc basis more

frequently, to enable decision-making as needed. Meeting agendas are developed with guidance from the Executive Committee with the assistance of DCWIC staff, and DCWIC Board decisions on workforce system policies and other considerations are determined through votes approved by the majority of members present during times that a quorum of the Board is in session.

Through the Career Pathways Task Force, DCWIC facilitated a Career Pathways Community of Practice. This group was convened to provide support to internal and external stakeholders for collaboration and professional development training in the following areas: labor market information, business engagement, implementing WIOA, the career pathways model, and career pathways work. Typical activities of the CoP have included:

- Workshops;
- Trainings and webinars;
- Developing a shared repertoire of resources
- Mapping knowledge;
- Learning new solutions, approaches and practices; and
- Building the participants' toolbox of knowledge.

SECTION IV: CUSTOMER SATISFACTION

The District maintains its commitment to ensuring customer service provided to all customers – jobseekers, employers, partners, and internal staff– is thorough, consistent, and effective.

A.1 The Customer Navigation Center (CNC)

The CNC is a centralized communications unit that provides efficiency for DOES customer service initiatives. The CNC has proved to become an important customer service cornerstone for the DOES and has expanded to include several DOES programs with plans to onboard more. CNC's goal is to work at a capacity that supports its customer service standards and act as both tertiary support for agency programs – taking calls and answering general information, as well as secondary and primary support – taking and entering participant information into secured systems with the ability to provide detailed information regarding participant intake.

With a call answer rate above 90 percent, the CNC demonstrates how important customer service is to the agency. It is its mission as the DOES' frontline, to deliver stellar customer service that meets and exceeds the seven tenets of the Customer Service Standard's Customer Bill of Rights. The CNC supports DOES customer service standards by being the first point of contact for customer service. The center submits participant information into secure systems with the ability to provide detailed information regarding participant intake.

A.2 Ask the Director

One of the agency's comprehensive customer satisfaction feedback tools is the DOES "Ask the Director" feature accessible through the agency website, <https://does.dc.gov/>. Through this feature, customers are able to send questions, concerns, and comments

directly to the Director of DOES. Within the DOES “Ask the Director” web page, customers may leave their contact information for follow-up and may choose from a wide array of subjects, as well as tailor a message to suit their specific interests or needs. DOES leadership relies on the collection and thorough review of customer feedback to effectively address and improve programmatic processes, procedures, and outcomes, as well as service delivery strategies agency-wide. Once feedback is received by the Director, it is forwarded to the appropriate manager within the appropriate division for review, clarification, and comment to be sent back to the Director within 48 hours or two (2) business days, under normal circumstances. Corrective actions, if necessary, are finalized and implemented. The customer is notified by the agency of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are thoroughly evaluated so that customer concerns are addressed and programmatic enhancements are made, as needed, based upon the feedback provided. Additionally, some feedback and inquiries are received through the District’s “Ask the Mayor” portal – similar to the “Ask the Director” tool with a broader scale and customer reach.

A.3 Internal-Facing Customer Service

In addition to external-facing customer service, the DOES values internal-facing customer service to employees as well.

Daily Dispatch/The Oracle

In July 2017, the agency introduced an internal newsletter, Daily Dispatch, to the DOES staff. The newsletter was designed to be an invaluable mouthpiece for internal stakeholders throughout the agency. The resulting content is a 360- view of what is going on in and around DOES.

Customer Service Employee Surveys

Internal-facing customer service surveys detect the mood of the agency. Internal polls and surveys offer insight on how the agency can improve employee morale, provide continued support for its employees and ensure employees are engaged in work performance. As a result, internal customer care will extend to external quality external customer service.

DOES Intranet

The agency’s internal intranet website was revamped in FY 2018. Benefits of the intranet includes a one-stop shop for important agency information that includes but not limited to: policies and procedures, program overviews, staff directory, communication and technology help desk request portals, and daily agency- and District-wide workforce news and twitter updates.

Employee Recognition

The above-mentioned DOES intranet also maintains an employee recognition section to spotlight agency employees and boost staff morale. Employees of the agency can submit a nomination through the intranet and learn more about the employees being recognized.

SECTION V: PERFORMANCE ACCOUNTABILITY

The District's performance goals for PY 2019 were established in cooperation with the U.S. Department of Labor's Employment and Training Administration (ETA). This section covers performance and activities for Adults, Dislocated Workers, Youth, and Wagner-Peyser participants receiving WIOA services. The performance data in the tables below provide a look at the employment outcomes of program participants who exited federally funded District workforce programs. The performance indicators measure Employment Rate-2nd quarter after exit, Employment Rate- 4th quarter after exit, Median Earnings, Credential Attainment Rate, and Measurable Skills Gain. DCNetworks is utilized by DOES as its workforce development management information system to document and meet the accountability and reporting requirements of the Department of Labor under WIOA.

DCNetworks connects partner agencies, programs, providers and services electronically to facilitate the connection between employers and jobseekers. DCNetworks is an integrated web-based system that provides jobseekers, training providers, employers, and UI applicants with 24-hour access to the agency's comprehensive, employment-related program services and resources as well as access to local, regional, and national labor market information. DCNetworks offers easy access to real-time labor market information, allowing customers to compare information, such as, industry growth, wage rates; current opportunities, and education requirement for specific occupations. DCNetworks also provides employers with viable solutions for online recruiting through use of advanced candidate search options; automated correspondence; and applicant tracking. The system also offers easy access to key reporting features that provide valuable information used for continuous program improvement and performance tracking. Utilizing DCNetworks significantly increases the talent pool available for District employers, as well as provide access to an abundance of employment opportunities for jobseekers.

A.1- Adult Program

The District's WIOA Adult Program provides quality employment and training services to assist eligible customers in obtaining the goals identified in their Individual Employment Plan. The District's Adult Program serves the broadest range of individuals, including: unemployment insurance claimants; returning citizens; individuals with disabilities; public assistance recipients, veterans, and individuals with a limited work history. The program is also designed to support employer-customers by assisting them in meeting their individual needs such as hiring skilled workers.

Performance targets and outcomes for the WIOA Adult Program in PY 2019 may be found in **Table 1** below. In May 2018, the District conducted performance negotiations with DOLETA to establish performance targets for both PY 2018 and PY 2019. The Negotiated Targets reflected in Table 1 below outlines the performance goals for PY 2019.

Table 1: WIOA Adult Program Performance- PY 2019

WIOA Adult Performance- PY 2019			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	65%	71.1%	100%
Employment Rate- 4th Qtr after exit	68%	72.2%	100%
Median Earnings	\$5,725	\$6,699	100%
Credential Attainment Rate	60%	36.8%	61%
Measurable Skills Gain	Baseline	69.9%	N/A

In PY 2019, the District's negotiated performance standard was 65 percent for Employment Rate- 2nd Quarter after exit, 68 percent for Employment Rate- 4th Quarter after exit, \$5,725 for Median Earnings, 60 percent for Credential Attainment Rate, and Measurable Skills Gain was baseline. The actual Adult Employment Rate-2nd Qtr after exit of 71.1 percent exceeded the negotiated target; the 72.2 percent Employment Rate- 4th Qtr after exit exceeded the target of 68 percent. The Adult Median Earnings of \$6,699 exceeded the target of \$5,725; and the Credential Attainment Rate of 36.8 percent was below the negotiated target of 60%. DOES also served a total of 1,320 WIOA Adult participants in PY 2019 and a total of 1,053 WIOA Adult participants were exited during the April 1, 2019 through March 31, 2020 reporting period

A.2- Dislocated Worker Program

The WIOA Dislocated Worker Program is designed to transition laid-off workers back into the labor force – as quickly as possible – in sustainable unsubsidized employment. The goal of the program is to increase the retention and earnings of Dislocated Workers by strengthening their work readiness, educational attainment, occupational skills, and connecting them to careers in high-demand industries. The District delivered basic career, individualized career, training and follow up services to Dislocated Worker customers at the AJCs, while many more benefited from self-service offerings via the DCNetworks system.

Performance results for the WIOA Dislocated Worker Program for PY 2019 are located below in **Table 2**. In PY 2019, the District's negotiated performance target was 67.0 percent for Employment Rate- 2nd Quarter after exit, 68.0 percent for Employment Rate- 4th Quarter after exit, \$7,500 for Median Earnings, and 60.0 percent for Credential Attainment Rate and Measurable Skills Gain was baseline. The District's actual Employment Rate- 2nd Qtr after exit of 76.5 percent exceeded the negotiated target; the 70.8 percent Employment Rate- 4th Qtr after exit exceeded the target; The DW Median Earnings of \$7,566 exceeded the target of \$7,500, and the Credential Attainment Rate of 32.4 percent did not meet the negotiated target.

Table 2: WIOA Dislocated Worker Program Performance– PY 2019

WIOA Dislocated Worker Performance- PY 2019			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	67%	76.5%	100%
Employment Rate- 4th Qtr after exit	68%	70.8%	100%
Median Earnings	\$7,500	\$7,566	100%
Credential Attainment Rate	60%	32.4%	54%
Measurable Skills Gain	Baseline	80.6%	N/A

A.3- Youth Program

The WIOA Year-Round Program is a federally-funded program serving District youth ages 16-24, who experience a barrier to employment. This program offers services to young people under two (2) distinct divisions: 1) In-School Program; and 2) Out-of-School Program.

Performance results for the WIOA Youth Program in PY 2019 are found in **Table 3** below. In PY 2019, the District's negotiated performance target was 54.0 percent for Employment Rate- 2nd Quarter after exit, 46.0 percent for Employment Rate- 4th Quarter after exit, 52.0 percent for Credential Attainment Rate, and Median Earnings and Measurable Skills Gain were baseline for PY 2019. The actual Youth Employment Rate- 2nd Qtr after exit of 61.6 percent exceeded the negotiated target; the 65.5 percent Employment Rate- 4th Qtr after exit exceeded the target of 46%; and the 64.2 percent Credential Attainment rate exceeded the 52.0 percent target; the Median Earnings and Measurable Skills Gain indicators were Baseline for PY 2019.

Table 3: WIOA Youth Program Performance – PY 2019

WIOA Youth Performance- PY 2019			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	54%	61.6%	100%
Employment Rate- 4th Qtr after exit	46%	65.5%	100%
Median Earnings	Baseline	\$3,241	N/A
Credential Attainment Rate	52%	64.2%	100%
Measurable Skills Gain	Baseline	34.8%	N/A

A.4- Wagner- Peyser

The Wagner-Peyser Program helps thousands of adult workers receive employment services. The program helps employers find skilled workers and assist workers to obtain employment and training provider and program information. WP serves the fullest range of individuals, including returning citizens, Unemployment Insurance claimants, individuals with disabilities, public assistance recipients, veterans, homeless individuals, and individuals with little or no work history. In PY 2019 the Wagner-Peyser program served 8,786 participants.

Performance results for the Wagner-Peyser Program in PY 2019 are found in **Table 4** below. In PY 2019, the District's negotiated performance target was 54.0 percent for Employment Rate- 2nd Quarter after exit, 79.0 percent for Employment Rate- 4th Quarter after exit, and \$5,200 for Median Earnings. The actual Wagner-Peyser Employment Rate- 2nd Qtr after exit of 57.4 percent exceeded the negotiated target; the 61.7 percent Employment Rate- 4th Qtr after exit accounted for 78 percent of the negotiated target; and the \$6,050 Wagner-Peyser Median Earnings exceeded the target of \$5,200.

Table 4: Wagner-Peyser Program Performance – PY 2019

Wagner-Peyser Performance- PY 2019			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	54%	57.4%	100%
Employment Rate- 4th Qtr after exit	79%	61.7%	78%
Median Earnings	\$5,200	\$6,050	100%

A.5- Effectiveness in Serving Employers

WIOA sec. 116(b)(2)(A)(i)(VI) required the US Department of Labor (DOL) and US Department of Education (ED) to establish a primary indicator of performance for effectiveness in serving employers. This indicator is measured as a shared outcome across all six workforce development core programs within District of Columbia to ensure a holistic approach to serving employers. This indicator is reported on an annual basis; therefore, the reporting period for the effectiveness in serving employers indicator is the program year.

The DOL and ED developed three approaches for measuring the effectiveness in serving employers and states had to select two approaches to pilot. The District chose the Repeat Business Customers and Employer Penetration Rate approaches.

The Repeat Business Customers approach will be useful in determining whether employers who receive services from the core programs are satisfied with those services and become repeat customers. This approach also assesses the workforce system's

ability to develop and maintain strong relationships with employers over extended periods of time. In PY 2019, the District achieved a 27.2 percent (1,900/6,984) Repeat Business Customer Rate.

The Employer Penetration Rate approach will be useful in determining whether the core programs are serving a large portion of total employers in an area and are adequately meeting the workforce needs of the area. In PY 2019, the District achieved a 7.5 percent (3,119/41,602) Employer Penetration Rate.

A.6- Common Exit Policy

Common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any DOL-administered program, in which the participant is enrolled, for at least 90 days, and no future services are planned.

The District currently operates under a common exit policy that includes the WIOA Title I Adult, Dislocated Worker, and Youth Programs, as well as Title III Wagner-Peyser Employment Service program.

SECTION VI: EVALUATION ACTIVITIES

In support of the District's workforce programs, provider monitoring is conducted to ensure contracted providers procured through grant and human care agreement (HCA) awards, as well as Memoranda of Understanding (MOUs) are executed in accordance with their governing executed agreement, WIOA requirements, and all required federal laws, such as the Americans with Disabilities Act. Program year (PY) 2019 monitoring activities included grant and HCA desk reviews, site visits, and follow-up reviews of WIOA-based agreements (grants, HCAs, and MOUs).

The DOES monitoring plan encompasses a risk-based model that administers provider monitoring and tracks program progress in accordance with each provider's assigned risk designation per the risk rubric shown below in **Table 5**. There are two (2) provider-based assessments: 1) the DOES Provider Risk Assessment; and 2) the WIOA Sub-recipient Risk Assessment. The current Risk Assessment plan is as follows:

A.1 - Provider Risk Assessments

Provider risk assessments are assigned to and completed by an authorized provider stakeholder and include the following assessment areas:

- **Staffing and Operations** – provision of the following details for the entity: current staffing levels, lines of authority, and governing board of directors;
- **Values and Ethics** – description of entity code of conduct principles and its dissemination;
- **Policies and Procedures** – description of the process by which documents governing day-to-day operations are produced, updated, and disseminated to the program team;

- **Personally Identifiable Information (PII)** – description of how staff are trained to maintain and safeguard programmatic proprietary information;
- **Contract Administration** – description of contractual details, such as: contracting vehicle, scope of services, period of performance, award amount, expenditures to date, mandatory provider deliverables, and credential attainment;
- **Program Compliance** – description of compliance activities, such as monitoring of program sub-recipients;
- **Fiscal and Administrative Operations** – description of accounting and administrative policies and processes surrounding cash disbursements, prepaid program purchases, fixed assets and inventory, payables and disbursements, procurement and contracting, payroll and human resources, and fiscal sub-recipient monitoring;
- **Information Technology** – description of policies and assigned levels of authority as it pertains to IT systems, backing up data, and disaster recovery; and
- **Previous Risk Areas** – a disclosure of internal and external programmatic reviews, such as DOL monitoring, previous monitoring, and District of Columbia City Administrator Audit reports.

A.2 - WIOA Sub-Recipient Risk Assessments

WIOA sub-recipient risk assessments are assigned to DOES providers who are performing DOES WIOA administrative functions to include participant eligibility determination as delineated in *the Uniform Administrative Requirements - 2 CFR 200.93*. The WIOA Sub-Recipient Risk Assessment will be conducted in two parts: A) the completion of the Provider Risk Assessment; and B) the completion of the WIOA Sub-Recipient Risk Assessment tool (an Excel file). The WIOA Sub-recipient Risk Assessment tool places a greater emphasis on discerning the organizational contractual compliance and governing accounting principles, such as general ledger and financial statement review as well as accounting system information. *Presently, DOES has no WIOA sub- recipients.*

Provider and WIOA Sub-Recipient Risk Assessment forms will be emailed to the appropriate stakeholder for completion and submission.

Risk Level Designation

Table 5 –Provider and Sub-recipient Risk Level Designation

	Low Risk	Moderate Risk	High Risk
Program / Entity Risk Indicators	<u>No documented history</u> of: <ul style="list-style-type: none"> • drastic changes in staffing levels and personnel; • program compliance shortfalls; • disallowed program costs; • Instances of fraud or disbarment. 	<u>Some documented history¹</u> of: <ul style="list-style-type: none"> • Numerous changes in staffing levels and personnel; • Periodic program compliance shortfalls; • Disallowed program costs; and; • No instances of fraud or disbarment. 	<u>Documented history</u> of: <ul style="list-style-type: none"> • Drastic changes in staffing levels and personnel; • Sustained program compliance shortfalls; • Disallowed program costs; and • Possible instances of fraud or disbarment.
	<u>Instances where there are fraud convictions and/or debarment is found, the entity will be immediately assessed for contract cancellation and/or appropriate action.</u>		
Monitoring Methodology	Low level risk designated entities will undergo basic program, fiscal, and operation monitoring efforts with a two (2) percent file sampling size and follow-up activities as needed.	Moderate level risk designated entities will undergo a more basic program, fiscal, and operation monitoring efforts with a four (4) percent file sampling size and follow-up activities as needed.	High level risk designated entities will undergo a monitoring of program, fiscal, and operations reviews tailored specifically to the areas of concern with a six (6) percent file sampling size and follow-up activities every three months.

Evidence Collection

Provider stakeholders must provide evidence to verify the statements purported on their respective risk assessments. Verification documents must be submitted along with the completed risk assessment form(s). Provider Risk Assessments must be completed and submitted to DOES monitoring staff, along with corresponding verification documents, within 14 calendar days of distribution.

¹ Not more than two (2) concerns noted, but not more than one (1) concern in for any of the categories listed therein.

SECTION VII: OTHER PROGRAMS

A.1- Rapid Response

Authorized under the Workforce Investment and Opportunity Act (WIOA), RR is a proactive, employee-focused program designed to assist Dislocated Workers in transitioning into new employment opportunities. The goal of the RR program is two-fold: 1) provide resources to companies in both private and government sectors; and 2) respond to layoffs and closings by coordinating services and providing immediate aid to companies and their affected workers. In this regard, RR is beneficial to employees experiencing downsizing but is also geared to growing companies who need a pool of skilled workers who are readily available.

The RR team responds within 48 hours of receiving notice of Reduction in Force (RIFS), mass layoffs, or company closings and works to quickly coordinate services with the employer. The District follows federal guidelines under the Worker Adjustment and Retraining Notification (WARN) Act to trigger the delivery of services.

In FY 2019 the Rapid Response team received ten (10) Worker Adjustment and Retraining Notifications. The Employers, listed in **Table 6** below, were contacted, and immediate assistance was offered to the employers and affected workers.

Table 6: WARN Notifications

Worker Adjustment and Retraining Notifications - PY 2019				
Notice Date	Organization Name	Number of Employees Affected	Effective Layoff Date	Code Type
3/20/2019	Hooters	55	5/19/2019	Permanent Closure
7/10/2019	Co-Star Group	96	9/27/2019	Layoff
7/26/2019	Dean & DeLuca	53	7/26/2019	Permanent Closure
7/26/2019	OMNISEC	167	9/30/2019	Layoff
7/31/2019	GDIT	62	9/30/2019	Layoff
8/30/2019	Centerra Group, LLC	72	9/30/2019	Layoff
9/17/2019	GDIT	64	11/18/2019	Layoff

10/25/2019	Freedom Forum, INC	88	12/31/2019	Layoff
10/22/2019	Capitol Hill Hotel	160	1/3/2020	Layoff
10/31/2019	Wolfgang Puck Catering and Newseum	60	12/31/2019	Permanent Closure

The Rapid Response team provided on-site services and a presentation covering AJC and other support services. Upon completing a Rapid Response, individuals are instructed on how to or immediately assisted with registration on our DCNetworks platform so that we may connect them to Unemployment Insurance or other programs available in the District.

To assist with layoff aversion, the Rapid Response team provided referrals to job opportunities within similar occupations. If no opportunities were available within the occupation, other supportive services or training opportunities were presented as options to dislocated workers.

Rapid Response accommodated businesses within a sector to place dislocated workers within their industry or occupation based on available opportunities. Additionally, the RR team provided career pathways via local District programs to include the DC Infrastructure Academy should there be any dislocated workers interested in construction or trades and other local District programs.

The Rapid Response team provided applicable materials on American Job Center Services and Unemployment Insurance to employers and for sharing with dislocated workers. The affected workers received direct assistance with UI filings or issues that prohibit them from entering the system. If lay off aversion was possible, the team connected affected workers with viable opportunities. Otherwise, they may take advantage of AJC services to include resume improvement and writing, completing applications on DCNetworks or Indeed, or other job training.

A.2- Veteran Services Program

The Department of Employment Services has an unwavering commitment to support veterans seeking employment. Leading this work is the Veterans' Services Program, which ensures all Honorably Discharged Veterans receive priority over non-veterans in a multitude of services, including career assessments, job counseling, job referrals and targeted hiring events, and are educated on the preferences made available to veterans seeking employment in the private and government employment sectors. Through funds from USDOL's non-competitive Jobs for Veterans State Grants (JVSG) Program, AJC staff assists veterans as they seek employment, training, and placement services under qualified job training programs. In the District one (1) Local Veterans Employment Representative (LVER), three (3) Disabled Veterans Outreach Program (DVOP) specialists, and one (1) Program Coordinator provide services to District veterans with significant barriers to employment.

The LVERs develop hiring opportunities within the local area by contacting businesses, federal agencies and contractors, and other employer associations to encourage the hiring and advancement of qualified veterans. DVOPs provide specialized intensive employment assistance to eligible veterans who have special employment and training needs. LVERs and DVOPs provide resources and expertise to assist and prepare our clients to maximize their employment opportunities and protect their employment rights. The District recognizes that through their service, veterans gain valuable knowledge, strengthened characters, and transferable skills, but that translating and marketing those skills to the civilian labor market can sometimes be a challenge. That is why we make an effort to have veterans serving veterans, so that shared experiences and a mutual understanding of skills can enhance the quality of services provided to this special population. All JVSG program participants are enrolled in Wagner-Peyser and some participants are WIOA enrolled.

A.3- National Dislocated Worker Grant

The Department of Labor (DOL) awarded the Department of Employment Services (DOES) the COVID-19 Disaster Recovery National Dislocated Worker Grant (DWG). The funds will assist DOES implement new strategies to combat the effects of COVID-19 on overburdened and underperforming systems, requiring immediate humanitarian assistance to help mitigate irreparable damage to all District residents. To address the growing complexities of these public health challenges in a humanitarian context, the District must ensure essential services continuity. Therefore, DOES along with other District Government agencies including the Department of Human Services (DHS), Department of Health (DOH), Department of Disability Services (DDS), Department of General Services (DGS), Chief Medical Examiner (OCME), and Homeland Security and Emergency Management Agency (HSEMA) identified the highest and most immediate needs of the District in the areas of unemployment benefit distribution, food insecurity, and decedent processing. Once the targeted areas were identified, DOES applied resources to public work-sites that serve the most vulnerable DC residents as part of the District's overall COVID-19 response strategy.

Towards the end of the program year, DOES worked diligently with DOL to finalize the grant application as DOL required additional modifications. From July 1, 2020, to September 30, 2020, DOES performed the required activities outlined in the grant. During this reporting period, DOES focused on four (4) grant activities: partnership development and coordination, recruitment, screening, and placement. As of September 30, 2020, twenty-five (25) customers have begun their temporary employment at DOES UI call center, earning \$15 per hour.

DOES continues to work closely with various community partners and local government agencies to ensure these vital organizations are operating at appropriate levels, meeting the needs of District residents. In placing temporary staff at worksites, DOES has found these organizations have varying COVID-19 policies and regulations, disallowing the temporary employment staff to serve at their locations. Therefore, DOES has quickly pivoted towards agencies that align with DOES regulations and meet the grant's worksite requirements. As a result, DOES has increased the staffing levels with the Unemployment Insurance (UI) division to meet the unprecedented volume of UI

inquires, tripling last year's volumes.

SECTION VIII: PROMISING PRACTICES/SUCCESS STORIES

The District's WIOA Title I and Title III programs rely on many other programs and partners to leverage funding streams and deliver the broad scope of services our residents require. Efficiently leveraging resources across the District will help to address the barriers residents face in obtaining employment and allow them to enter and complete education and training programs leading to employment and self-sufficiency. Funded through both federal and local dollars, these programs support residents along their career pathways by providing supportive services, education and training, work experiences, and workforce activities. Although not exhaustive, descriptions of the partner programs and the services that support and supplement co-enrolled Title I and Title III participants are listed below.

A.1 - Promising Practices

Wagner Peyser and Reemployment Services and Eligibility Assessment (RESEA) Workshops

Due to COVID-19, the American Job Centers (AJCs) had to readjust their service delivery methods. AJCs must continue to operate during COVID-19, because of the rise in unemployment and the growing need to provide employment and training services to unemployed and underemployed individuals for District residents. As a result, DOES found innovative ways to offer program and service delivery by moving all Wagner Peyser and Reemployment Services and Eligibility Assessment (RESEA) workshops 100% remotely, utilizing the Adobe Connect platform. Moving the workshops completely remotely decreases the risk of the spread of COVID-19 to our employees and customers. Once safe, DOES will continue to facilitate in-person workshops at the AJCs.

DC Infrastructure Academy

The District of Columbia Infrastructure Academy (DCIA) is a key initiative of the Mayor Muriel Bowser's Administration and led by the Department of Employment Services. Infrastructure is one of the fastest growing industries in the country. The training and services offered by the DC Infrastructure Academy are designed to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens, and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field. DCIA is in the Anacostia neighborhood in Ward 8. All program participants are Wagner-Peyser enrolled with some also participating in WIOA programs.

Office of Apprenticeship, Information and Training (OAIT)

OAIT is responsible for administering the District's Apprenticeship program and the enforcement of DC Law 2-156 and the federal Davis-Bacon and Related Acts (DBRA) on District-funded projects. These services include recruiting and enrolling apprentices; registering employers as apprenticeship sponsors; and providing oversight, technical assistance, and monitoring to ensure compliance with federal and state laws. This program is a comprehensive training that combines on-the-job learning experiences with supplemental job-related classroom instruction.

Pre-Apprenticeships

The District is one of the few jurisdictions that directly funds pre-apprenticeship programs. DOES's Office of Apprenticeship, Information and Training ("D.C. Office of Apprenticeship") funds several pre-apprenticeship training programs for District residents. One particular hybrid model gives District residents the advantage of earning wages during their initial training period. This pre-apprenticeship training is a preparatory training initiative that prepares District residents to qualify for established registered apprenticeship programs. These programs are targeted to serve hard to employ residents, particularly those residents with certain deficiencies in math, aptitude testing and job readiness.

Pre-apprenticeship training initiatives have been an effective tool to increase the number of District residents in existing apprenticeship opportunities. These programs are approved, overseen and funded by the District and run by labor union entities and companies with existing approved apprenticeship programs, recognized by the District of Columbia. In order for these entities to participate they must commit to increasing the number of District resident apprentices in their apprenticeship program by accepting all successful completers of the pre-apprenticeship program as apprentices. The District is one of three jurisdictions in the country that has a mandatory apprenticeship registration requirement; the District established the "Step-up Apprentice" classification, which gives District residents another avenue to qualify for union apprenticeship programs. Step-up Apprentices are indentured in the same as regular apprentices; however, this classification gives District residents, who may have slight deficiencies, a year-period to meet full apprenticeship eligibility requirements while gaining credit towards their program. All pre-apprentices are enrolled in Wagner-Peyser Program and some are enrolled in WIOA if additional support is needed.

DC Jail Work Reentry Program

The District wants to ensure all residents who seek employment services – including those who have recently been incarcerated have access to comprehensive support to enter the workforce. District residents pending release from incarceration face a unique set of challenges when seeking to obtain employment. Limited employment history, inadequate educational credentials, substance abuse and mental health challenges are but a few of the obstacles faced by the clients this partnership serves. Through the development of life skills, job training, and basic computer training participants are better prepared for the employment challenges they will face upon release. To that end, the DC Jail Work Reentry Program was established in July 2015 in partnership with the Department of Corrections (DOC), to provide intensive 6-week job training for incarcerated persons with an impending release date. This program enhances the availability of employment options for returning citizens by beginning the process of reintegration prior to release.

Inmates face a thorough screening and assessment to determine eligibility and suitability for the program. Those who are selected are transferred to an exclusive housing unit that is designated solely for the DJ Jail Work Reentry Program. A new cohort of no more than 20 participants begins approximately every six weeks. The

program offers a multitude of services including: job readiness workshops and classes, which closely parallel the Project Empowerment program, hands-on computer training through a contracted computer instructor; case management for wrap-around services; and post release services.

Perhaps, the most exciting thing about this program is that those participants who take advantage of Project Empowerment referrals are able to start earning a wage almost immediately after being released. For these participants, the transition is significantly easier. The remaining graduates have an open invitation to join Project Empowerment and receive weekly follow-up from an American Job Center case manager. Program participants are Wagner-Peyser enrolled and upon release have the opportunity to enroll in other District workforce programs including the WIOA Adult program.

On the Job Training (OJT)

OJT is a workforce development strategy where employers of all sizes have an opportunity to train, mentor and hire candidates as they become fully proficient in a particular skillset or job function. Through the OJT model, candidates receive the hands-on training necessary to increase their skills, knowledge and capacity to perform the designated job functions. The OJT strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an “earn and learn” model. This streamlined approach developed between select employers and the Department of Employment Services (DOES) allows employers to be reimbursed at an established wage rate in exchange for the training provided to participating OJT candidates.

Pre-screened and job-ready candidates are matched with employers willing to provide skills-based, on-the-job training. DOES will provide wage reimbursement from 50 to 75 percent of the candidate’s salary from one to six months (in some cases up to one year) for qualifying District of Columbia residents and employers. OJT employers maintain complete control over hiring decisions, and are assigned a DOES liaison to initiate recruitment efforts and provide support throughout the length of the OJT agreement. Clearly written OJT agreements detail the individual training outline, objectives, duration of agreement, and reimbursement rate. Wage reimbursements will be administered to employers within net 30 days (upon receipt of invoice).

A.2 Success Stories

Participant One visited the American Job Center (AJC) - SE on May 22, 2019. During her initial assessment, Participant One expressed interest in occupational skills training with a Certified Nursing Assistant (CNA) training being her preference. Participant One stated that she was interested in making a career change as she had been employed as a part-time hostess with IHOP since May 2017. Additionally, Participant One disclosed that she was the primary caretaker of her eight-year-old daughter and was receiving Medicaid and SNAP benefits from the Department of Human Services (DHS).

Participant One began CNA training on June 17, 2019; completed training on July 15, 2019; and earned her CNA License on July 26, 2019. Upon completing the program, Participant One obtained employment with Senerty Rehabilitation as a CNA on

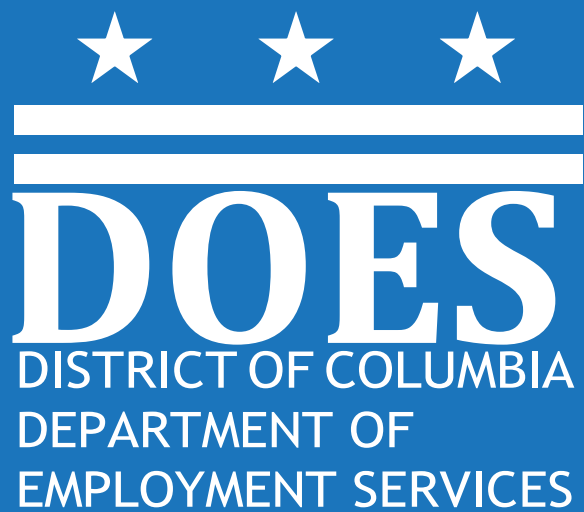
September 9, 2019, earning \$14.00 per hour. While in follow-up, Participant One reported that she obtained new employment with Medstar National Rehabilitation Center, earning \$15.80 per hour - on May 11, 2020. Participant One also noted that she is scheduled to begin the Register Nursing (RN) program at the University of The District of Columbia (UDC) on September 8, 2020.

Participant Two came to the AJC-NE as a referral from RESEA to receive dislocated worker services, enrolling into the WIOA program on March 13, 2020. Participant Two came with an employment goal, to find employment in public affairs to continue building her public affairs education and expressed concern she did not have years of experience in the field; she graduated May 2018 with a BA in Political Science. The Workforce Development Specialist (WDS) reviewed Participant Two resume and instructed her to make some changes regarding language to boost her resume and to highlight the skills and experience she had through her volunteer work and leadership. The WDS assisted Participant Two in developing an IEP that included her employment goal, updating her resume as needed, job searching using DCNetworks, and other job search engines to apply for a minimum of three jobs per week. The WDS instructed the customer to use Global Jobs for government affairs and international careers. The WDS sent job leads for policy and communication affairs, providing an employment referral with customer's consent for a Tracer Manager position with DC Gov. Additionally, the WDS provided UI information, guidance on how to manage job interviews, and encouragement to keep applying. Participant Two kept the WDS in her job search loop, and on June 11, 2020, she requested a phone call to report there was a chance she would start working for a public affairs company. On her phone call, she stated, "being grateful for all of the support this WDS had provided to her, the encouragement and guidance she received, especially on this COVID-19 pandemic." Two weeks later, Participant Two contacted this WDS to report she signed a job offer with Stateside Associate in Arlington, VA as a Legislative Associate earning \$26.15; her official starting date was June 22, 2020.

Participant Three visited the American Job Center – HQ (AJC-HQ) in February 2020 to enroll in occupational skills training. During his initial assessment with the WDS, he disclosed that he had several employment barriers, namely homelessness. Participant Three was subsequently enrolled in WIOA and continued to work collaboratively with his assigned WDS. Participant Three was always prepared and engaging during his one-on-one appointments with his WDS. Participant Three attended employment preparation and work readiness workshops, including resume writing and interview skills sessions. Once Participant Three felt he was adequately prepared, he began interviewing with various companies. Through his hard work and diligence, Participant Three obtained employment as a custodian with Rock Solid DC earning a wage of \$18.63 per hour. Participant Three expressed his gratitude for our services and support and has been diligent in maintaining his employment as we have followed up over the past months.

SECTION IX: WAIVERS

The District of Columbia did not have any approved Workforce Innovation and Opportunity Act Waivers during PY 2019.



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